



CF 29 NEWSLETTER

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WE HEARD YOU!

Welcome to the first edition of the Career Field 29 Community Newsletter. At the recent CF 29 Forum in Austin, we heard your requests for improved communication. We hope this newsletter will start the process for getting information of vital interest to you and to serve as a vehicle for sharing between members. We plan to publish this newsletter on a quarterly basis and via Email. It will also be posted on the CF 29 Website. However, if critical information or news occurs we will send this out right away as a news bulletin.

This is your newsletter and we value your feedback and suggestions on how we can further improve the content. Let us know what subjects you would like to include or if you would be interested in writing an article on a relevant topic. If you have suggestions for a different name for this newsletter also let us know. Send your input to: HQ IMA Workforce Development, Julie Floyd Julie.floyd@hqda.army.mil or call 703-602-0597 DSN332-0597

Membership Feedback --

CF 29 Forum and ICMA Best Practices

The Workforce Development Branch reviewed your evaluations of the Career Field 29 Forum held in conjunction with the International City/County Management Association (ICMA) Best Practices from April 2005 in Austin, Texas. Thank you to everyone who (cont on page 4).

IMA Civilian Executive Development Assignment Program (CEDAP) Pilot Update By Leo Willess

The IMA CEDAP pilot implementation officially began on 6 May 2005 when Mr. Phil Sakowitz, Principal Deputy Director, IMA sent an email to all employees who are permanently assigned to CEDAP positions asking them to volunteer to participate in the program. CEDAP positions for the pilot implementation are those in Career Field 29 (CF-29), Installation Management Generalists. Employees were to have responded with their decisions by 31 May 2005.

As of 20 June 2005, 111 CEDAP positions were encumbered and nine were vacant. HQIMA Workforce Development (WFD) received responses from 82 employees or the region Human Resources (HR) offices that helped facilitate the response. Twenty-one employees volunteered to participate in CEDAP, five new employees (Cont. on page 3)

Mr. Shelton's Corner

By Mr. Stanley Shelton,
Career Field 29 Manager

Dear CF 29 Members,

This is an exciting time to be part of the largest and most creative property management organization in the world, the product of the largest Army reorganization in 30 years. We are successfully supporting mission commanders and achieving efficiencies while advancing consistency and predictability in service delivery for our customers. Although implementing BRAC, re-stationing and the Army Modular Force is now challenging us, this is an opportunity to reshape ourselves and our installations to support an ever more relevant Army. As the Career Field Manager, I'll work closely with you to insure the education, training and support you receive is relevant, timely



Mr. Stanley Shelton
Chief, Plans Division
Career Field 29 Manager

and helpful. As you take the pulse of installations daily, I'm very interested in your perspective. Together we can guide the direction of this career field to enable your continued ability to rise to the challenges at hand. Thank you for all you do every day for our Soldiers, civilians and families. — Stan Shelton

Congratulations to Mr. Richard C. Davis, Deputy to the Garrison Commander, 414th Base Support Battalion, Hanau, Germany, for being the first person to volunteer to participate in CEDAP.



Mr Philip Sakowitz
Principal Deputy
Director, IMA

Dealing with Change

Contributed by Sean Tolliver

From the CF 29 Forum we learned that dealing with change is an area of major interest to the CF 29 community. The following excerpt is from a much longer article written by Darcey-Lynn Marc and Simon Farbrother for ICMA's *Public Management* magazine. That article describes how the city of Spruce Grove, Alberta, Canada, with leaders and employees working together, changed the city's culture. They discovered that services and products might be the nuts and bolts of businesses, institutions, and local governments, but culture is their driving engine. — Julie Floyd

We plan to run their entire article in a future newsletter. In the meantime, here is a part of that article that perfectly describes the challenges we all face in changing the culture in an organization.

Changing Organization Culture, One Face at a Time — by Darcey-Lynn Marc & Simon Farbrother

A recent research project beautifully illustrates the complexity and impact of organizational culture. As the project report relates, four monkeys are in a cage, and a single banana is placed in the center. When one of the monkeys approaches the banana, he receives a low-intensity but startling electric shock. He retreats. When another monkey approaches the banana, the first monkey shrieks and dances in warning. This pattern is repeated until all the

monkeys have been dutifully warned. The banana remains untouched. The experiment continues. One by one, the original monkeys are removed and replaced. Each newcomer is warned against touching the banana, not by an electric shock but by its peers. Eventually, four new monkeys are in the cage. None has been shocked, but none touches the banana.

What this experiment shows is that a culture is born and becomes embedded in the behaviors and actions of all connected within an organization. And the culture becomes institutionalized, many participants not knowing why things are done the way they are but trusting others who have passed along the wisdom of "how things are done around here."

Services and products might be the nuts and bolts of businesses, institutions, and local governments, but culture is their driving engine. The culture influences the *joie de vivre*, the engagement and enthusiasm of staff. It influences not only the direct outputs and efficiencies of an organization but also the health and flexibility of employees.

Culture exists. Understanding, paying attention to, and tending the culture of an organization will enable leaders to maximize the intellectual, attitudinal, and behavioral capital that each employee "owns" and chooses to share with the organization. The culture that leaders influence and build with their employees exerts a huge impact on what individuals and teams achieve for their organi- **(cont. on page 5)**

Career Field 29 Survey By Julie Floyd

We need your help to update the CF29 database maintained by HQ IMA Workforce Development. Although most of this data is in the DCPDS/ART database, obtaining this information directly from you will provide more accurate information that can validate the existing data. This data will also help forecast succession planning, analyze training requirements and provide leadership with an overview of the current status of the CF 29 workforce. Survey results will be presented as compiled statistical charts and bullet comments. The information in this survey will be kept confidential to the extent possible. Go to <http://www.ima.army.mil/demo/sites/directorates/careerfield29.asp> to fill out the survey. Please return surveys to Julie.FloydJ@hqda.army.mil.

CF 29 Community News

ACTEDs Plan—Currently the Plan is being revised and coordinated internally in HQIMA in preparation for its distribution to the field and other interested parties for final review and comment. The Plan will include many updated sections including a Professional Reading List and linkage of Business, Functional and Leadership competencies to a Training Catalog of Courses. Our projected date for completion is Fall 05.

CF29 Website—This website will become your own one-stop location for installation management professional and career development information. When we receive final approval of the revised ACTEDs Plan, it will be uploaded and accessible from this site. Among the features planned for this website are linkages to CF 29 job vacancies, mentoring, and development of your Individual Development plan (IDP), self assessment and the Master Training Plan.

ICMA Annual Conference

by Julie Floyd

International City/County Management (ICMA) holds its 91st annual conference on September 25-28, 2005 in Minneapolis/Hennepin County, Minnesota. If your schedule allows, this conference is a great opportunity to network with other members. HQ IMA does not centrally fund attendance of this event. Funding would need to be covered by your installation or region. ICMA's Annual Conference draws over 3,000 local government and management professionals. The educational program, developed by a planning committee of local government practitioners, addresses the issues, trends, and challenges facing local government managers worldwide. Public and private sector experts share their knowledge and interact with participants in more than 60 sessions, workshops, forums, and keynote addresses. Check out the conference website www.icma.org/conference

(CEDAP Pilot Update cont. from page 1) were assigned to CEDAP positions after 6 May 2005 and are automatically included in the program, and sixty-one will not participate at this time for various reasons. Twenty-four employee responses are pending.

Congratulations to Mr. Richard C. Davis, Deputy to the Garrison Commander, 414th Base Support Battalion, Hanau, Germany, for being the first person to volunteer to participate in CEDAP. Mr. Davis submitted his signed CEDAP Program Agreement and Assignment Preference form on 13 May 2005 in response to Mr. Sakowitz's call for volunteers.

Once all employees respond to the call for volunteers, WFD will compile a list of those who are willing to accept a new assignment during the CEDAP pilot, and provide it to a CEDAP Advisory Panel of senior IMA officials. The Advisory Panel will review the resumes and other pertinent information on those on the list, and make recommendations regarding rotational assignments for the IMA Senior Executive Leaders (SEL) to consider. The SEL will discuss the recommendations among themselves, and then either Mr. Sakowitz or the respective Region Director will discuss the proposed assignment with the employee before forwarding the proposal to the Director, IMA for final decision. We expect the first moves to begin during FY06.

Although only positions currently identified as CF-29 will be included in CEDAP, HQIMA will consider adding others during the pilot study. These will include positions that require a broad-based knowledge of installation management business practices and strategic planning, analysis and integration of installation management functions to

manage base support operations and provide base support services to IMA's customers. WFD will work with Regions to identify the positions, and then submit recommendations for Director, IMA approval.

WFD is the lead office for the CEDAP pilot study. In order to ensure maximum collaboration on assessing evaluation results and lessons learned and shaping the program during the pilot, WFD will establish a CEDAP Working Group (WG) comprised of representatives from each Region and HQIMA. Representatives from the WG will obtain feedback from Garrison and Region managers and employees, and provide input and recommendations to the WG for consideration as part of the overall evaluation process.

WFD is developing an evaluation plan that will include specific guidance on what is to be evaluated, the methodology that will be used to assess the program and lessons learned, and timelines for conducting the reviews and reporting results. The plan will be fully coordinated with Regions and HQIMA Staff Principals. Evaluation methodologies will include surveys, sensing sessions, and/or interviews to assess Commanders' and participating employees' views on the program, and to obtain comments from other employees.

Garrison Commanders and IMA managers at all levels are expected to fully support the pilot study. All IMA employees are encouraged to participate in the pilot study by providing comments, recommendations and other input during the reviews and to their respective WG representatives at any time during the pilot study. The CEDAP WG will give all input received full consideration as we make adjustments and prepare the program for full implementation.

POC: Leo Willess, James.Willess@hqda.army.mil, 703-602-3313 (DSN 332)

Reading Shelf

By Jullie Floyd

Dr. Thomas Hart, City Manager of Grand Prairie, TX, mentioned the following two books during his well received presentation at the recent ICMA Best Practices conference in Austin, TX:

Inside the Magic Kingdom: Seven Keys to Disney's Success by Thomas K. Connellan. Based in part on interviews with former and current Disney employees learn how Disney created a customer service culture. Also describes seven lessons on how to shape that culture.

Raving Fans: A Revolutionary Approach to Customer Service by Kenneth Blanchard & Sheldon Bowles. Written in a parable style like the One Minute Manager discover how to engrain customer service into your organization so that it is not just another fad program.

Here are some additional books to add to your reference library:

- *What is Lean Six Sigma?* Packed with real-life ex-

amples, this book reveals the "four keys" of Lean Six Sigma and how they apply to your own job: delight your customers with speed and quality; improve your processes; work together for maximum gain; base decisions data and facts.

- *Managing Transitions: Making the Most of Change* by William Bridges. One of the foremost veteran business consultants and a renowned expert on changes describes how to help yourself and your organization through tumultuous change. Find out how to survive the experience and continue to function effectively.

- *Primal Leadership: Realizing the Power of Emotional Intelligence (IE)* by Daniel Goleman, Richard Boyatzis, and Annie McKee. Describes the role of EI in leadership and bringing out the best in others. Emotional resonance, as in emotional intelligence, is the ability to sense and respond to the feelings of another. Goleman pioneered the concept that emotional intelligence can be a better predictor of personal and organizational success than IQ. This book has been required reading during many leadership development programs.

(Membership Feedback cont. from page 1) completed these forms. The event was a success, providing the attendees with the opportunity to hear from the senior management at HQIMA, including a closing presentation by the Director of the Installation Management Agency, Maj. Gen. Ronald Johnson. On a 1-5 scale, 28% rated the Forum as excellent. Close behind, 50% gave it a 4 rating. 42% rated the Forum as important to their personal and professional development. 36% rated it as a 4. Funding issues were cited most often in the evaluation surveys as a major challenge facing their organizations. Other top challenges (in order of frequency) were aging infrastructure, new unit stationing, modularity and finding and keeping good people. Positive aspects of the CF 29 Forum included the speakers, especially Mr. O'Neil (ICMA) and Dr. Tom Hart, the opportunity to network, case studies, and the Town Hall with Mr. Sakowitz. For our next CF 29 Forum, members indicated they want more opportunity for interactive sessions and more time for Regions to meet; fewer functional briefings with more stress on installation operations especially at the Deputy level, installation best practices, personal and professional development, motivational topics, more outside speakers and idea sharing. The top five professional development areas suggested as the focus for next year were (in order of frequency cited): change management, business improvement, strategic communication, garrison financial management, and garrison operations.

ICMA will not hold a Best Practices Symposium in 2006 as they are retooling and restructuring the event by 2007. However, preparations will soon begin to plan next year's event for our CF 29 members. A Tiger Team will consider your recommendations and begin shaping the program. Among the options under consideration are a stand alone forum (possibly in Spring 06) worked with our partners at ICMA. We will be looking at potential guest speakers, more community outreach and sharing, as well as personal and professional development sessions from key local government management leaders (similar to Tom Hart's 2005 Customer Service Presentation), more installation-specific case studies and presentations to share innovative management practices between installations, and enhanced ICMA professional development opportunities. More news will follow as the final program is created. You can find briefings from the Austin CF 29 Forum, which included the future of BRAC and discussions on the Common Levels of Support (CLS) on the IMA webpage at [Career Field 29 Forum Briefings](#).

"The concept of retirement is outdated and should be put out to pasture in favor of a more flexible approach to ongoing work—one that serves both employer and employee."

—Aging expert Ken Dychtwald in *Harvard Business Review* (Future Society 26:8/386)

IMA Mentoring Program

By Dennis Jinnohara

Mentoring is an integral part of the Army culture. IMA is committed to the establishment of a quality mentoring program and to the management of a continually improving model. The goal is to provide a tool for professional and personal development by passing on lessons learned, improving competence, teaching leadership skills and self-awareness, and improving morale.

Recently, IMA Pamphlet 600-8, Civilian Mentoring Program, was published to provide guidance on enhancing mentoring programs within IMA. The IMA mentoring strategy involves utilizing a full range of mentoring options, from an informal advisory relationship to a centrally managed mentoring program. The IMA pamphlet:

- Identifies different types of mentoring
- Provides a model for establishing local mentoring programs
- Provides a step-by-step guide for improving mentoring relationships
- Provides information on other mentoring programs and online training

The pamphlet also establishes the HQIMA Centralized Mentoring Program (HCMP). This is a competitive mentoring program that will be centrally funded and managed by HQIMA. A separate memorandum announcing the program will be out shortly.

Mentoring has strong IMA command leadership support. Mr. Randy Robinson, Director Northwest Region, is the champion for the IMA Mentoring Program. Within that role, he will maintain oversight of the program and ensure it has emphasis among the IMA senior leaders.

The IMA mentoring pamphlet can be found on the IMA Human Resources webpage at <http://www.ima.army.mil/demo/sites/directorates/publications.asp>.

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"...it is the men and women of America who will fill the need. One mentor, one person, can change a life forever. And I urge you to be that one person."

President George W. Bush

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Good plans shape good decisions. That's why good planning helps to make elusive dreams come true.

—Lester R. Bittel *The Nine Master Keys of Management*

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Taming the Email Monster

Writing in *Training and Development* magazine (May 2005), Jason Womack received this tip on managing your email. "To cut down on clutter, change the subject lines of the emails you receive to the action you need to take next." For example, if the subject is "budget meeting", change it to "Draft budget presentation". This could eliminate opening and rereading the same messages over and over again. Identifying action email requires can help you delete and organize your inbox. Do you have a tip for managing email? Share it with us.



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<http://www.heromiles.org>

Don't be afraid to take a big step when one is indicated. You can't cross a chasm in two small steps.— David Lloyd George

ICMA Military Base Closure Webcasts

The International City/County Management Association (ICMA) will host a series of webcasts sponsored by AIG Environmental, on base realignment and close (B RAC). Webcasts are scheduled for 26 July and 13 September. Topics include: Expecting the Unexpected: Planning for Closure, Cleanup, and Reuse; What You Don't Know Can Hurt You: The Basics of Cleanup and Reuse; and the Good, the Bad and the Expedited: Trends, Tools and Challenges. The cost of each webcast is \$95 per site. Click on www.icma.org/military for more information.

ARMY CIVILIAN CREED

I am an Army Civilian - a member of the Army Team

I am dedicated to the Army, its Soldiers and Civilians

I will always support the mission

I provide stability and continuity during war and peace

I support and defend the Constitution of the United States and consider it an honor to serve the Nation and its Army

I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage

I am an Army Civilian

(Change cont from page 2) zation. Culture is either an asset or a liability.

Often, organizations have thrived with an emphasis on the bottom line, supported by a multilayered hierarchy structured to achieve objectives. As has been discovered over time, structure and dollars are but two factors and not the only ones to consider. In today's environment, a need exists to recognize and attend to the social, emotional, and behavioral aspects as well.

This means, in part, that it is not good enough simply that a job gets done. Also important is how the job gets done, the influence it has on how individuals and teams get the next job done, and the way in which the experience affects individuals. What is learned from the (cont on page 6) (Dealing with Change cont) experience will influence the culture of the organization, as well as its future productivity levels.

The growth and development of an organization's culture constitute a journey. So what does it take to create and sustain a culture that is an asset to the organization, its constituents, and its employees? Most important, how does one go about creating a culture in which all employees feel secure in doing the following things?

Growing and developing their skills.

- Expanding their perspectives.
- Taking actions based on their own analyses and thought processes.
- Challenging the status quo.
- Making decisions that are in the interest of the organization, the market, or the constituents they serve.
- Challenging with passion rather than with anger.
- Working within and across teams.

Darcey-Lynn Marc is president, Marc & Associates, Inc., Edmonton, Alberta (darcey@planet.eon.net), and Simon and Farbrother is city manager, Spruce Grove, Alberta, Canada (sfarbrother@spruce-grove.org). This article is reprinted from ICMA's *Public Management (PM)* magazine, published by the International City/County Management Association (ICMA), Washington, D.C. For PM subscription information, visit <http://www.icma.org/pm>.

ICMA is the professional and educational organization for chief appointed managers, administrators, and assistants in cities, towns, counties, and regional entities throughout the world. Since 1914, ICMA has provided technical and management assistance, training, and information resources to its members and the local government community. The management decisions made by ICMA's nearly 8,000 members affect more than 100 million individuals in thousands of communities--from small towns with populations of a few hundred to metropolitan areas serving several million. ICMA also provides support for those individuals tasked with the day-to-day management of U.S. Army installations world-wide and Career Field 29. For more information contact Sean Tolliver, ICMA Military Programs at stolliver@icma.org